# STEERING THE MONROE COUNTY REWARD AND RECOGNITION VOYAGE

*85% of the reasons for failure to meet customer expectations are related to deficiencies in systems and process…rather than employees.".*

*W. Edwards Deming*

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**CARROLL CONSULTING** *inc.*

*MOVING BEYOND HIGH PERFORMANCE*

# Embarking on the Reward and Recognition Voyage

- Welcome and Introductions     8:30 – 8:50
- Understanding Effective Teams    8:50 – 10:00
- Break     10:00 – 10:15
- Step 1: Defining the Opportunity Statement    10:15 – 10:30
- Step 2: Validating the Opportunity Statement    10:30 – 11:20
- Next Steps    11:20 – 11:40
- Closing    11:40 – 11:55

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# POSITIVE POSSE'

- *Likeable Linda, Team Facilitator*
- *Lively Lin, Team Facilitator*
- *Perky Priscilla, Safety Administrator*
- *Positive Pat,  Maintenance Tech*
- *Nice Norma, Library Director*
- *Kind Kathy.  Paralegal*
- *Reaffirming Ranny,  Grants Acquisition Specialist*
- *Adorable Ann, Contract Administrator*

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1. Independent thoughts
   On a post it note, write your suggestion for a team name – related to Reward and Recognition
2. Post all input
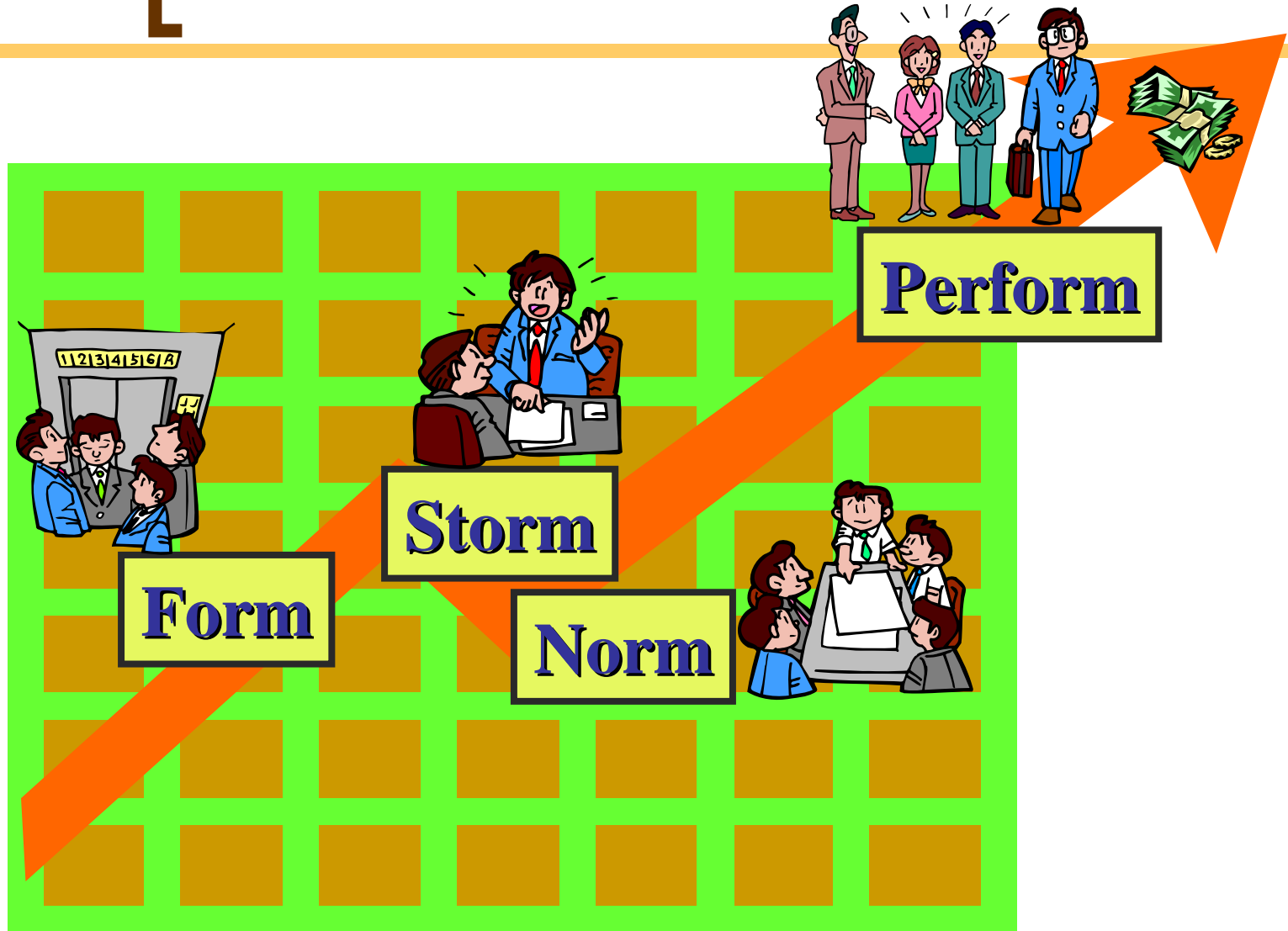3. Discuss
4. Come to consensus
5. Commit

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# Team Dynamics

**A team is a small number of people with complementary skills, who are committed to a common purpose, a shared performance result, and an agreed way of working for which they hold themselves mutually accountable.**

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# Four Stages of Team Dynamics

**Perform**

**Storm**

**Form**

**Norm**

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# FORM
## Team Start Up

- Opportunity Statement-Provides clear direction for the team

- Select the team members

  - Sponsor – Teresa Aguiar

  - Facilitators – Linda Long and Lin Metzger

  - Core Team – Ranny Fitzgerald and Kathy Peters

  - Members – Norma Kula

    Pat Kennedy

    Priscilla London

    Ann Riger

- Creating Working Agreement for Teams

  - Rules of Operation

# STORM
## Conflict Erupts within the Team

➢Tasks and processes are new and learning curve is high

➢Competition and control overshadows team work

➢Members shift focus to style over substance

➢Need to return our purpose to re-focus the team

## NORM
### The Team becomes fined tuned

➢Focus is on the opportunity and team success

➢Collaboration and consensus solidified

➢Members shift focus to ideas and constructive criticism

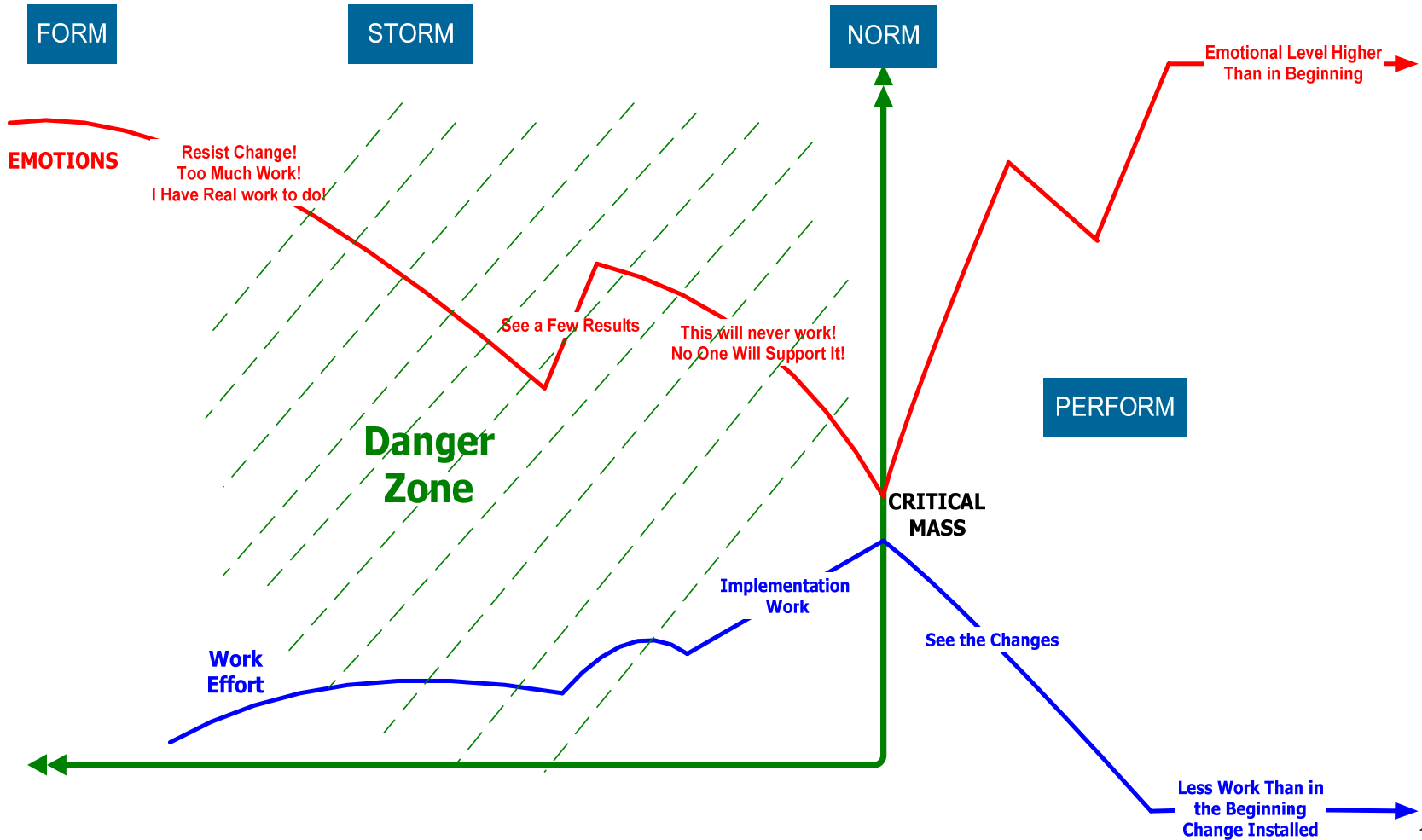

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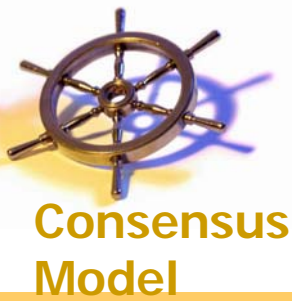
## PERFORM
### The Team focus is on success

➢Jointly supportive

➢Predictable team environment – cohesive

➢Sense of Accomplishment

➢Competence = skills + tools + practice

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# TEAM MATURITY CYCLE

FORM

STORM

NORM

PERFORM

**EMOTIONS**

Resist Change!
Too Much Work!
I Have Real work to do!

See a Few Results

This will never work!
No One Will Support It!

Emotional Level Higher
Than in Beginning

**Danger
Zone**

CRITICAL
MASS

Implementation
Work

See the Changes

**Work
Effort**

Less Work Than in
the Beginning
Change Installed

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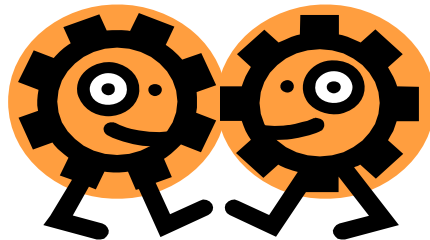
# Independent Ideas
# Step 1: Hear Everyone's Voice

- Take 5 minutes to jot down your own ideas of what makes an effective team.

- Focus your thoughts on the Reward and Recognition Team

- Focus on your team behaviors

- TOOL USED: POST IT NOTES

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**Consensus Model**

- Share your thoughts
- TOOLS USED: FLIP CHART OR LCD
  - Freedom of expression
  - Open mindedness
  - Equality of members
  - Confidentiality
  - Unselfishness
  - Rational evaluation
  - Listening to others ideas
  - Respect for others ideas
  - Courage to speak on convictions
  - Diversity
  - Ability to compromise
  - Dedication to purpose
  - Commitment
  - Common goals
  - Supportive
  - Mutually Accountable
  - Cohesive
  - Mutual respect
  - Willingness to listen
  - Agreement on goal
  - Sense of humor
  - Keeping an open mind
  - Let all ideas you have out
  - Letting others express ideas

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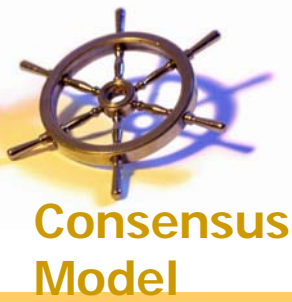
■ Open discussion of all ideas

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- TOOL USED: THUMBS UP

- We agree that in order to become a Success we will:
  - Listen with an open mind.
  - Respect for each other.
  - Appreciation of Diversity
  - Trust and confidentiality
  - Keep the Focus.
  - Commitment, dedication, and mutual accountability
  - Keep sense of humor.
  - Everyone has a voice.

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**Consensus Model**

# Step 5: Confirm

- Write up Agreement
- All Team members sign Agreement
- TOOL USED:  Successful Team Agreement

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# Team Rules
# Working Agreements for Successful Teams

- Listen with an open mind.

- Respect for each other.

- Appreciation of Diversity

- Trust and confidentiality

- Keep the Focus.

- Commitment, dedication, and mutual accountability

- Keep sense of humor.

- Everyone has a voice.

Team Members

_____        _____

_____        _____

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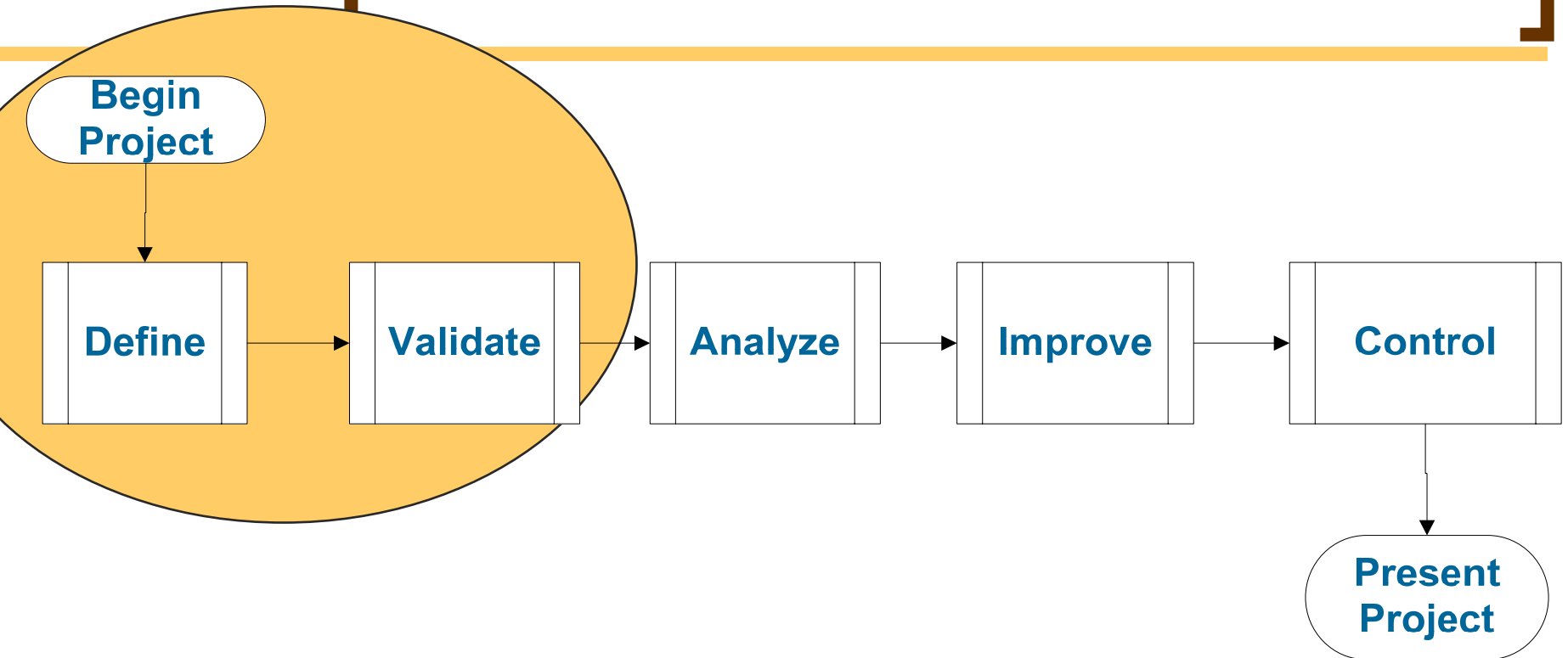
# Accountability
# When Things Go Wrong

1. What potential issues do we see?
   - Group think
   - Apathy
   - Location
   - Time
   - Morale
   - Personalities
2. How will the team insure the team behavior is maintained?
   - Self-discipline
   - Include others in discussion
   - Start on time
   - Flexibility
   - Start with rules—reminder
   - Model behavior
   - Timekeeper
   - Agenda
   - Stay on task
   - Address issues as they arise

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# HIGH LEVEL PROCESS FLOW

**Begin Project**

**Define** → **Validate** → **Analyze** → **Improve** → **Control**

**Present Project**

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The purpose of the Define Step
- To select the project (3 steps)
  - Clarify the scope of the opportunity
    - WWWW
  - Link the opportunity to what is critical to the success of Monroe County
  - Establish the desired outcome of the project
- To form a project team   Success!!!
- To establish a Working Agreement   Success!!!

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# Opportunity Statement

## Opportunity

In support of the Sterling assessment results and the County Administrator's Direction, the Monroe County recognition and reward system has not been fully utilized over the past several years.

## Linkage

1. County Administrator's '05-'06 goal to focus on employee retention

2. The Sterling criteria requires Senior Leaders to take an active role in recognizing and rewarding employees to reinforce high performance and a customer focus.

## Outcome

A systematic process which can be measured and continuously improved to increase the retention.

Increase in amount (or percentage) of employees receiving recognition

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# Step 2: Validate the Opportunity How Do We Know it is a Problem?

The purpose of the Validate Step

- To have a clear understanding of the opportunity the project is going to address
  - Make sure the present condition is known before attempting to identify improvements
  - Identify the critical measures that will be the baseline for improvement
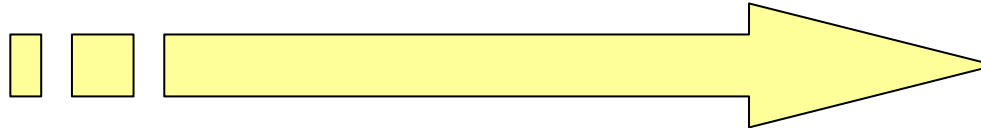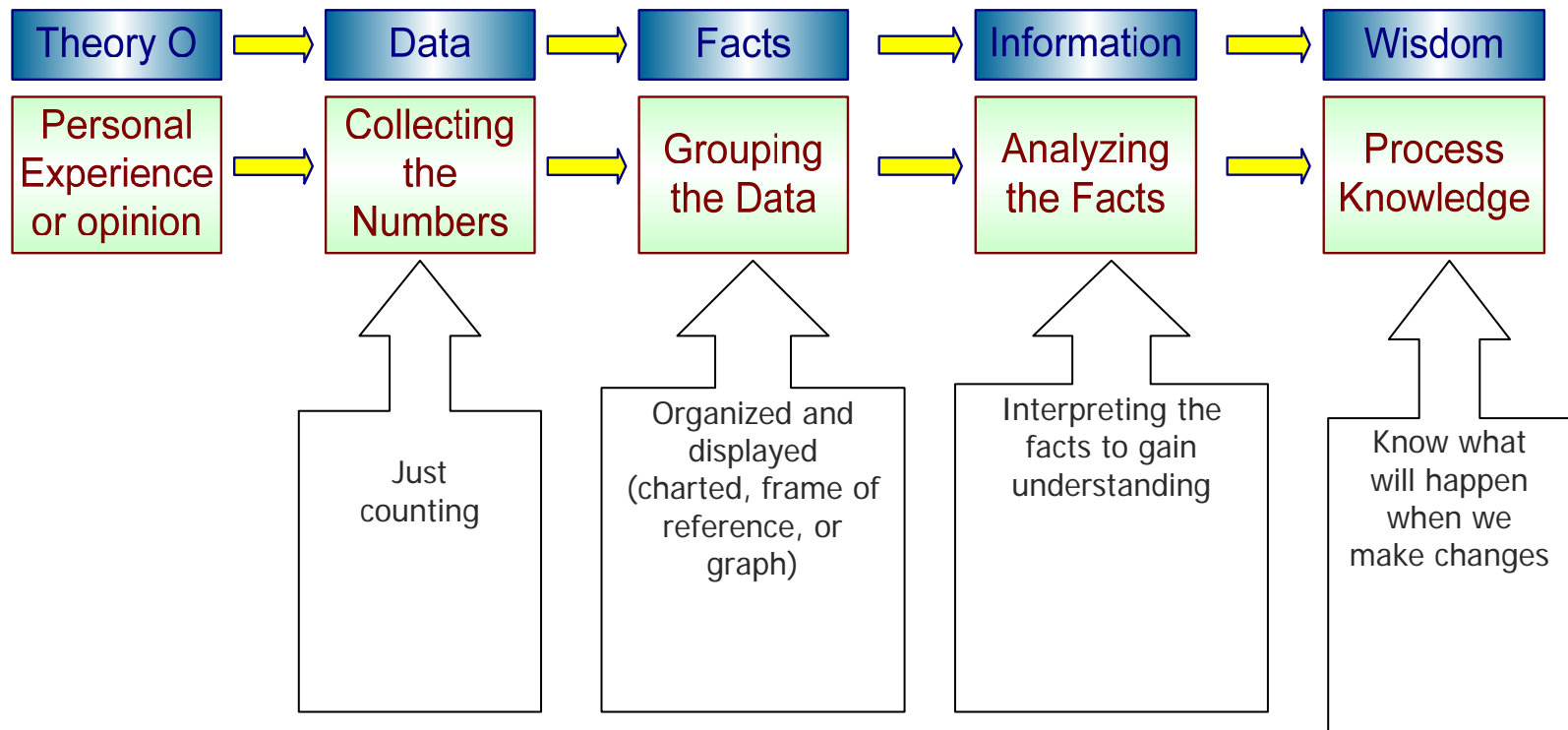  - Use valid data to obtain an accurate assessment of the opportunity

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# The Validation Approach

Validate

*The basis for understanding how a process works!*

**RE-ACTIVE** ➡ **PRO-ACTIVE**

| Theory O | ➡ | Data | ➡ | Facts | ➡ | Information | ➡ | Wisdom |
|---|---|---|---|---|---|---|---|---|
| Personal Experience or opinion | ➡ | Collecting the Numbers | ➡ | Grouping the Data | ➡ | Analyzing the Facts | ➡ | Process Knowledge |

Just counting

Organized and displayed (charted, frame of reference, or graph)

Interpreting the facts to gain understanding

Know what will happen when we make changes

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# What Data Would We Use to Validate?

Validate

- ## What do you think?
  - Personnel records – identify who received recognition in the last 5 years and who stayed
  - How many employees who received special awards have left?
  - How many employees who not received any recognition have left?
  - Results of recognition—types of rewards
  - Survey of employees—feelings about recognition and the effects
  - Solicit ideas/input for recognition
  - Identify actual reward and recognition programs currently being used in Monroe County
  - Sterling Assessment results by division
  - Deployment of Performance Appraisals by division
  - Retention rate data including turnover and longevity statistics

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# WHAT DOES THE DATA SAY?

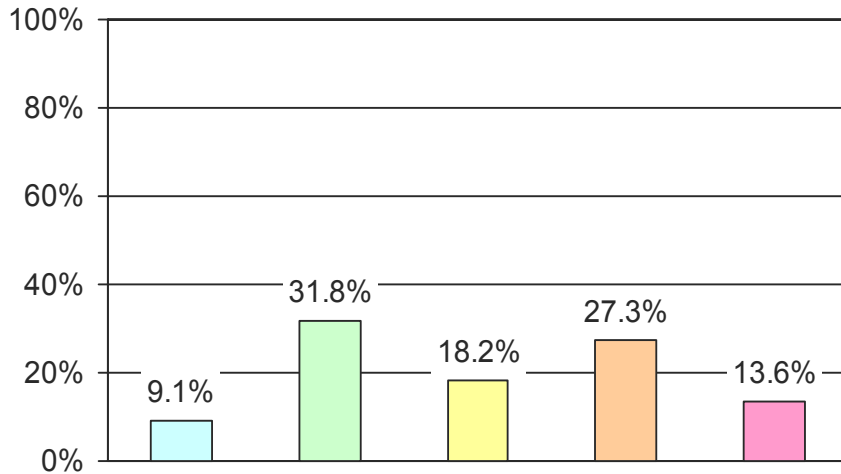| | Leaders | Managers | Staff |
|---|---|---|---|
| ➤5d I am recognized for my work.<br>    ➤**Leader: Our employees are recognized for their work.** | 80.0% | 44.2% | 42.9% |
| ➤5f My boss and my organization care about me.<br>    ➤**Leader: Our managers and our organization care about our employees.** | 70.0% | 47.0% | 38.2% |

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# Question 5d – Human Resource Focus     n=453 (80%)

Our employees are recognized for their work.          I am recognized for my work.

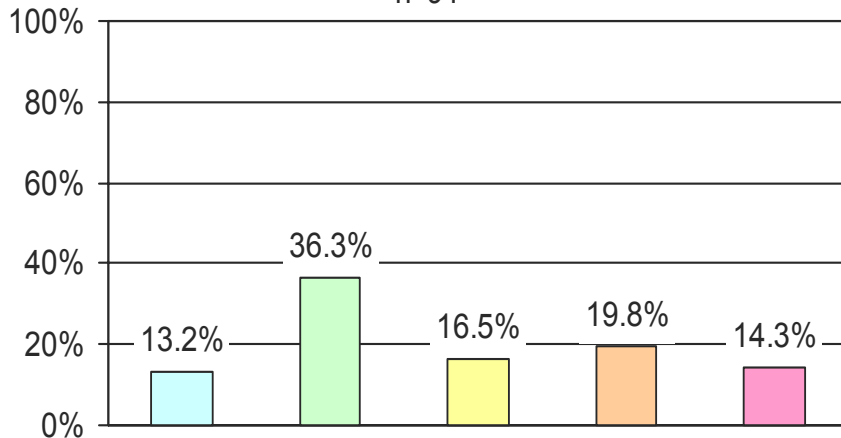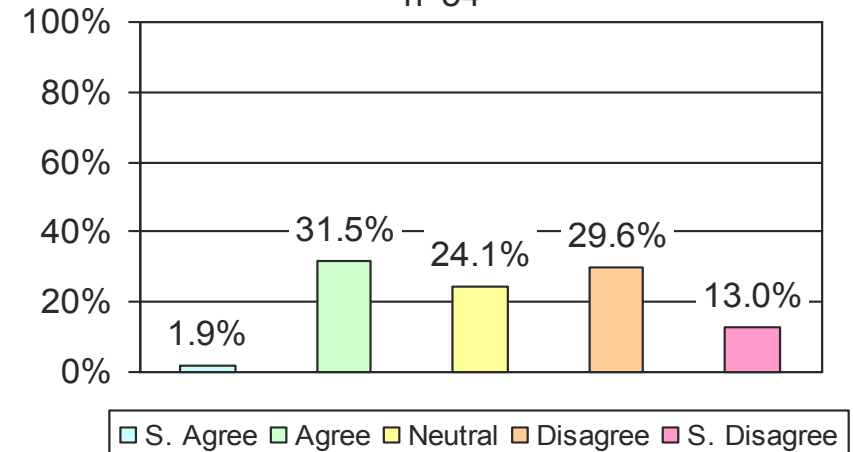## Management Services
### n=22

- 9.1%
- 31.8%
- 18.2%
- 27.3%
- 13.6%

## Growth Management
### n=59
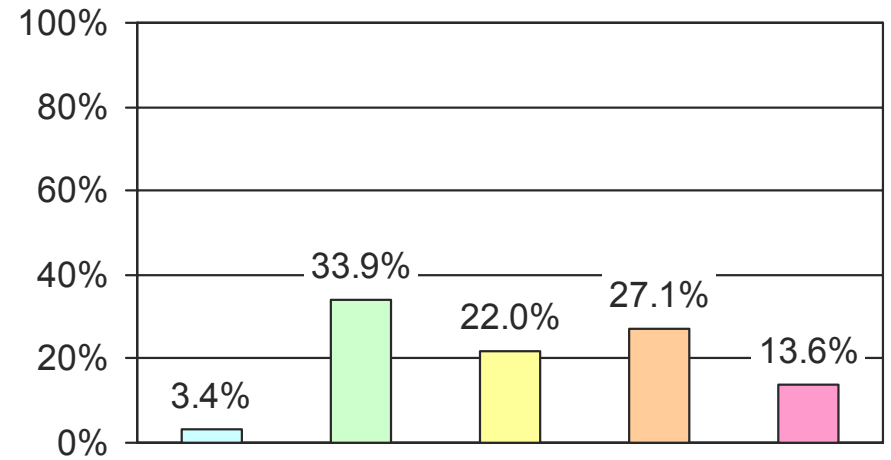
- 3.4%
- 33.9%
- 22.0%
- 27.1%
- 13.6%

## Community Services
### n=91

- 13.2%
- 36.3%
- 16.5%
- 19.8%
- 14.3%

## Fire Department
### n=54

- 1.9%
- 31.5%
- 24.1%
- 29.6%
- 13.0%

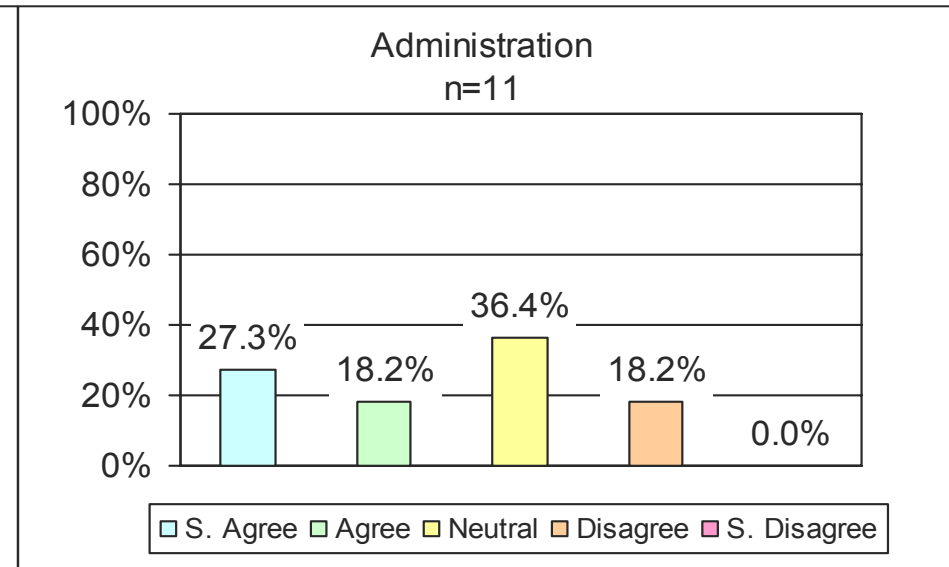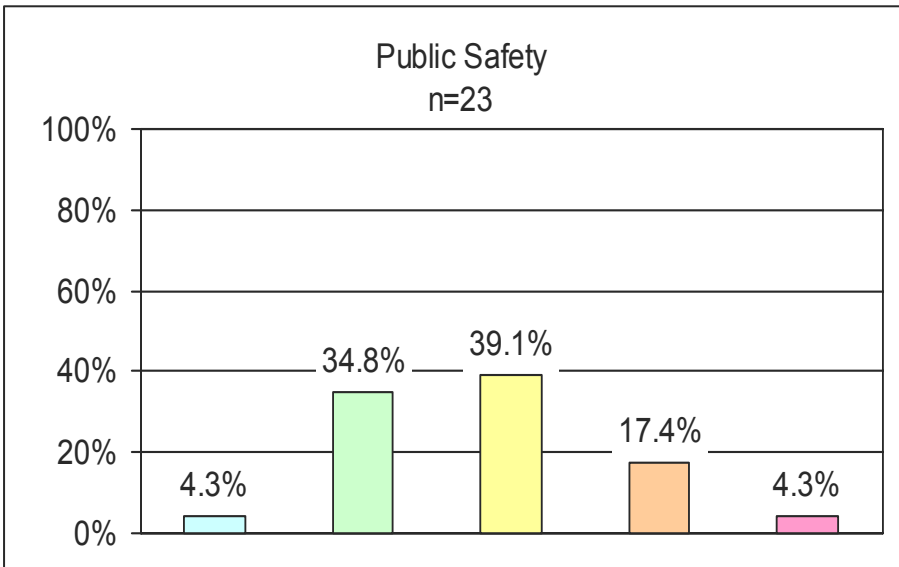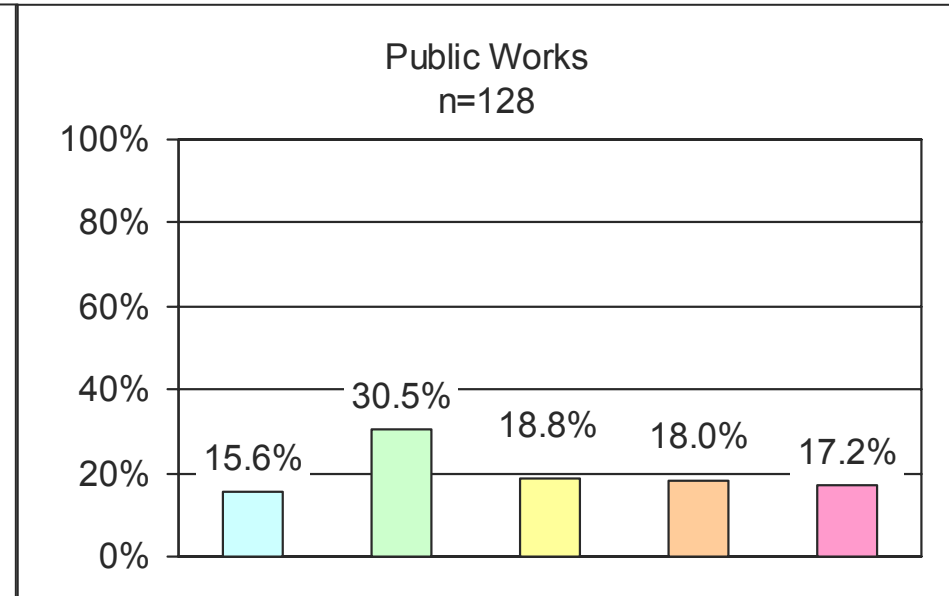Legend: ☐ S. Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ S. Disagree

# Question 5d – Human Resource Focus    n=453 (80%)

Our employees are recognized for their work.    I am recognized for my work.



**Engineering**
n=12

- 8.3% S. Agree
- 33.3% Agree
- 25.0% Neutral
- 16.7% Disagree
- 16.7% S. Disagree

**Public Works**
n=128

- 15.6% S. Agree
- 30.5% Agree
- 18.8% Neutral
- 18.0% Disagree
- 17.2% S. Disagree

**Public Safety**
n=23

- 4.3% S. Agree
- 34.8% Agree
- 39.1% Neutral
- 17.4% Disagree
- 4.3% S. Disagree

**Administration**
n=11

- 27.3% S. Agree
- 18.2% Agree
- 36.4% Neutral
- 18.2% Disagree
- 0.0% S. Disagree
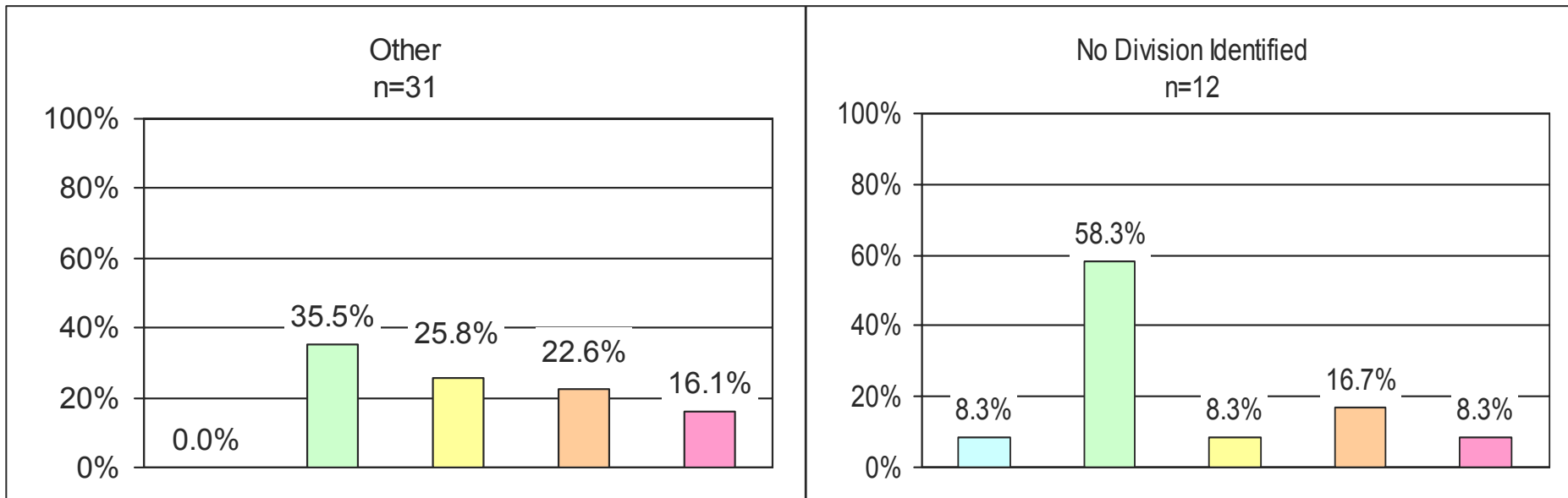
Legend: ☐ S. Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ S. Disagree

# Question 5d – Human Resource Focus     n=453 (80%)

Our employees are recognized for their work.          I am recognized for my work.



Other
n=31

0.0%   35.5%   25.8%   22.6%   16.1%

No Division Identified
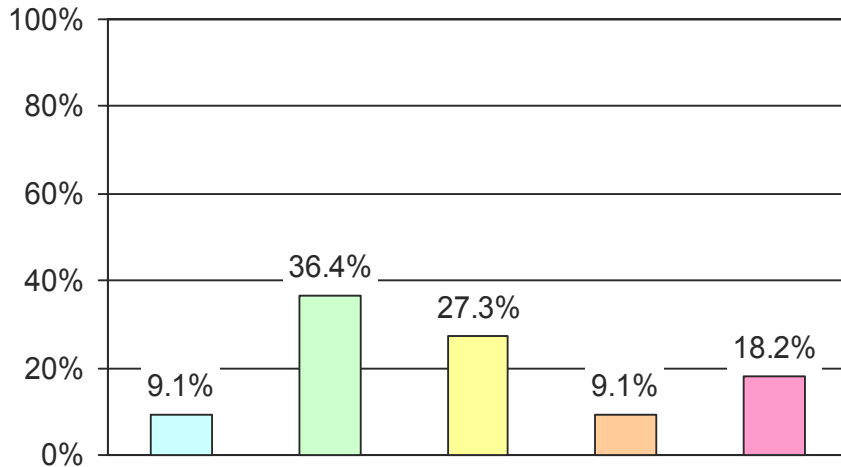n=12

8.3%   58.3%   8.3%   16.7%   8.3%
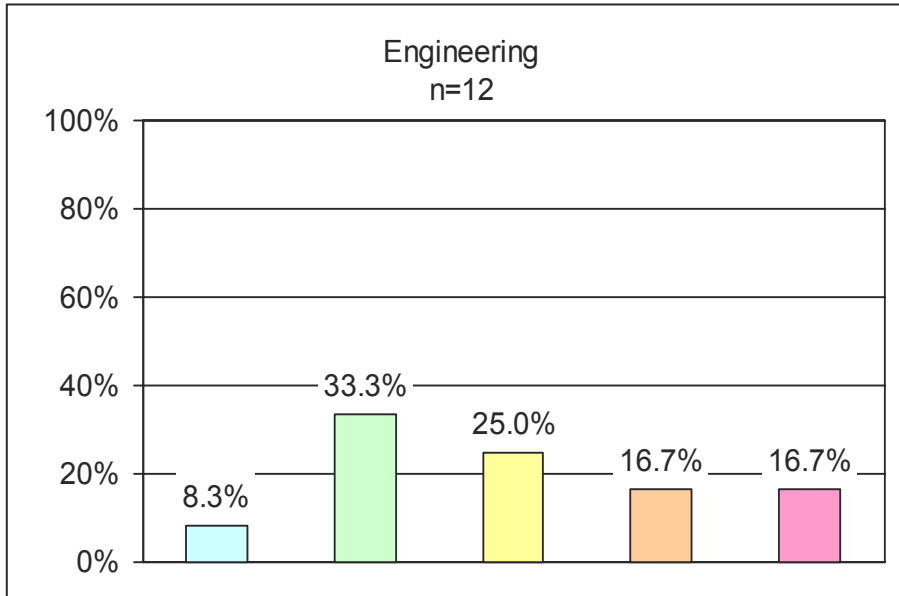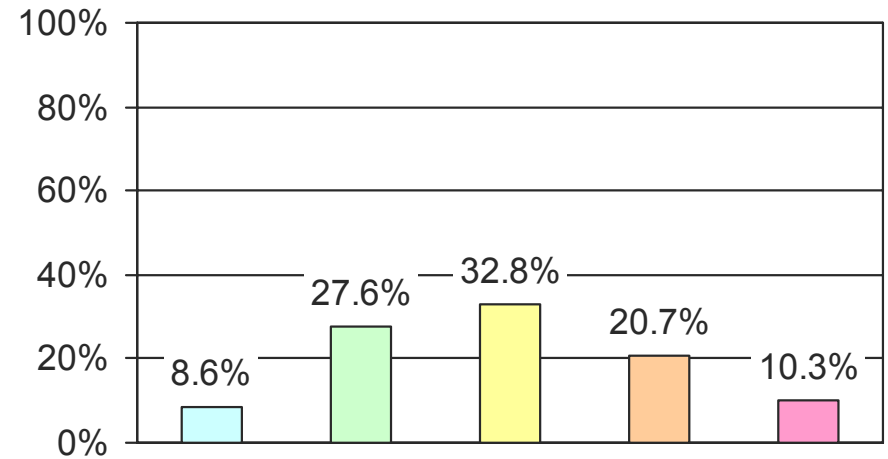
# Question 5f – Human Resource Focus       n=455 (81%)

Our managers and our organization care about our employees.
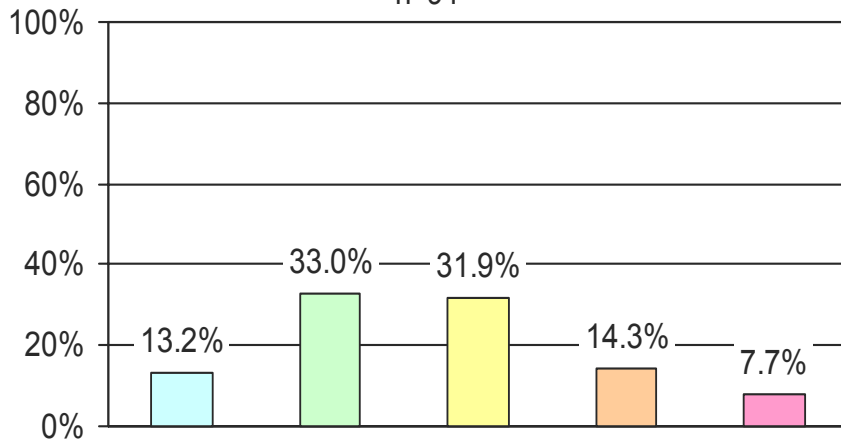
My boss and my organization care about me.
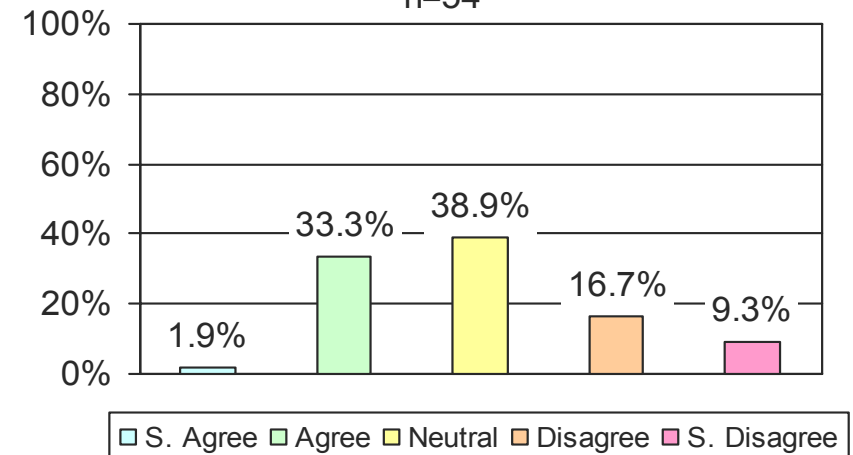


### Management Services
n=22

| Category | Percentage |
|----------|-----------|
| S. Agree | 9.1% |
| Agree | 36.4% |
| Neutral | 27.3% |
| Disagree | 9.1% |
| S. Disagree | 18.2% |

### Growth Management
n=58

| Category | Percentage |
|----------|-----------|
| S. Agree | 8.6% |
| Agree | 27.6% |
| Neutral | 32.8% |
| Disagree | 20.7% |
| S. Disagree | 10.3% |

### Community Services
n=91

| Category | Percentage |
|----------|-----------|
| S. Agree | 13.2% |
| Agree | 33.0% |
| Neutral | 31.9% |
| Disagree | 14.3% |
| S. Disagree | 7.7% |

### Fire Department
n=54

| Category | Percentage |
|----------|-----------|
| S. Agree | 1.9% |
| Agree | 33.3% |
| Neutral | 38.9% |
| Disagree | 16.7% |
| S. Disagree | 9.3% |

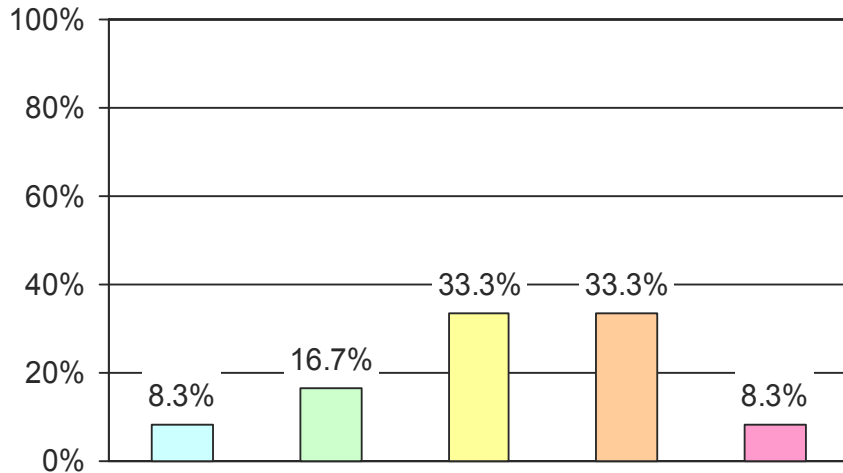Legend: □ S. Agree  □ Agree  □ Neutral  □ Disagree  □ S. Disagree

# Question 5f – Human Resource Focus   n=455 (81%)
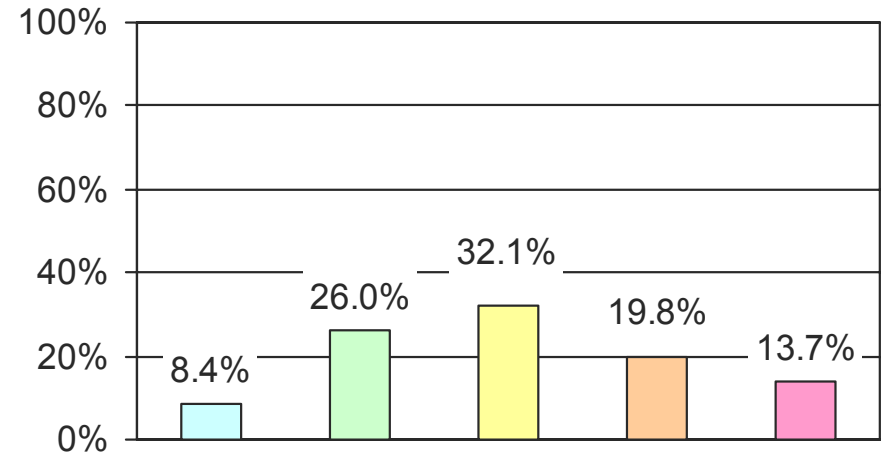
Our managers and our organization care about our employees.

My boss and my organization care about me.



### Engineering
n=12

- 8.3%
- 16.7%
- 33.3%
- 33.3%
- 8.3%

### Public Works
n=131

- 8.4%
- 26.0%
- 32.1%
- 19.8%
- 13.7%

### Public Safety
n=23

- 8.7%
- 39.1%
- 34.8%
- 8.7%
- 8.7%

### Administration
n=11

- 18.2%
- 27.3%
- 45.5%
- 9.1%
- 0.0%

☐ S. Agree  ☐ Agree  ☐ Neutral  ☐ Disagree  ☐ S. Disagree

# Question 5f – Human Resource Focus     n=455 (81%)

Our managers and our organization care about our employees.

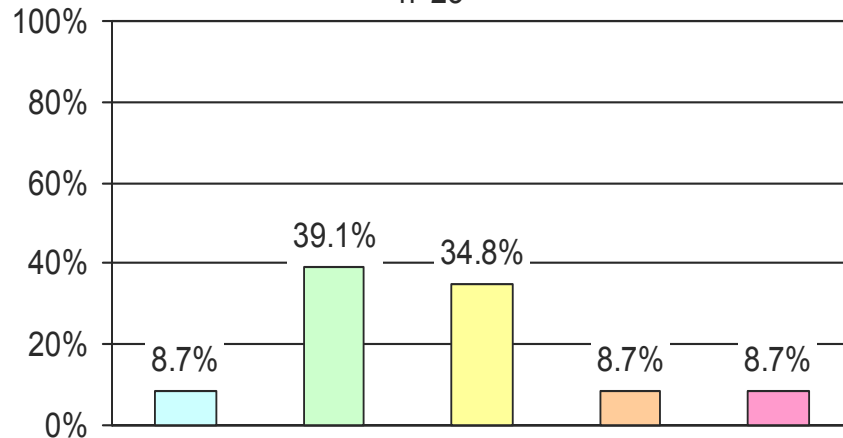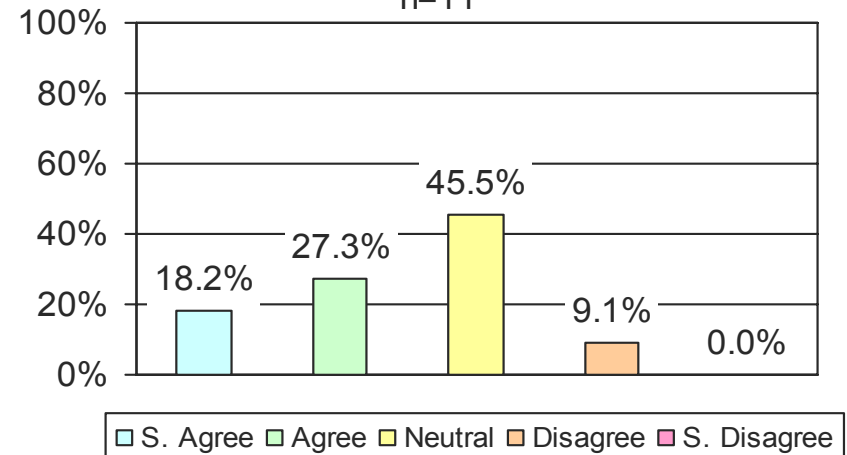My boss and my organization care about me.



Other
n=31

- 12.9%
- 32.3%
- 25.8%
- 16.1%
- 12.9%

No Division Identified
n=12

- 0.0%
- 50.0%
- 33.3%
- 16.7%
- 0.0%
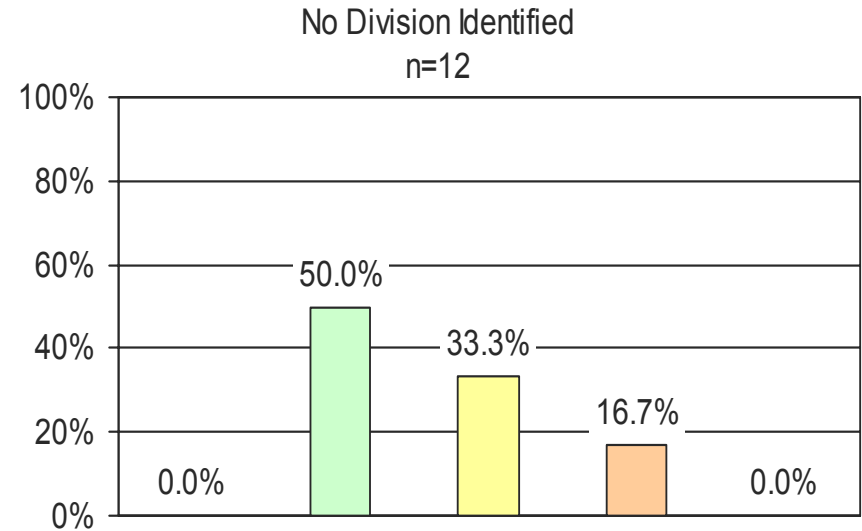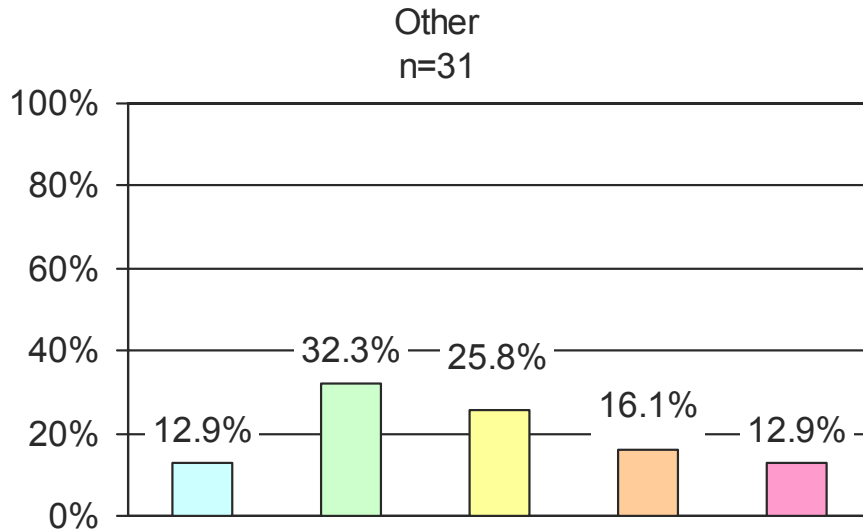
# NEXT STEPS

- Lin & Linda:  To spend the afternoon gathering additional information to validate the opportunity statement
  - Turnover
  - Percent of use of evaluations
  - How many were rewarded
  - Policy on rewards and recognition

- Team members will be assigned a division(s) to gather data and determine
  - Existing reward and recognition methods/processes
  - Degree methods/processes are used

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# Get Data from your Assigned Areas Email to Lin and Linda by May 3, 2006

| Division | Type of Recognition | # of employees | # received | | |
| --- | --- | --- | --- | --- | --- |
| | | | 2003 | 2004 | 2005 |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

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# Division Assignments

- Administration – Kathy
- Budget and Finance – Ranny
- Community Services – Norma
- Emergency Services – Priscilla
- Employee Services – Linda/Lin
- Engineering – Ann
- Growth Management – Ranny/Kathy/Pat
- Housing and Community Development – Priscilla
- Public Works – Pat/Ann

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# Next Steps: Rewrite or Restate Opportunity Statement

- If the data support your opportunity statement, summarize your information and your project

- If the data does not support the opportunity statement, show what you discovered and re-write the opportunity statement or repeat with a different opportunity

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# Next Meeting – May 18, 2006 in Marathon

- Can someone confirm the meeting room?  Pat
- Let's Prepare our Agenda
    - Lunch in
    - Rotate locations
    - Meet 9:30 to 3:30
    - Review our group rules
    - Quantify Data—information you send to us
    - Update opportunity statement
    - Tool training on one tool
    - Teach how to walk through the process
    - For the good of the group
    - Next steps
- Confirm our Agenda
    - Thumbs Up

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# What Have We Learned Today About Your Reward and Recognition Process?

- **Meeting Message:** The purpose of this is to clarify what you feel about the meeting
  - Learned where to begin
  - Formed a team and developed trust and depend on each other
  - Bonded
  - Received assignment with timeline to be sent to Lin and Linda
  - Seeking data about Reward and Recognition Processes that exist in Monroe County
  - Set team direction

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# CONTINUOUS IMPROVEMENT

- WWW
  - Interact well
  - Everyone participated
  - Showed patience and courtesy
  - Krispy Kremes!
  - Effective, good starting point, beyond expectations
  - Discussing possible solutions instead of problems
  - Had fun
  - Established good communication

- OFI
  - Meeting time, place, agenda
  - Logistics of room itself
  - Say anything that is an issue at the end of each meeting
  - Need words of wisdom—emphasis on positive

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